



From Selection to Separation: Hiring and Parting Ways Respectfully



A Bit About Me

- STARTED IN RETAIL MANAGEMENT
 - Friendly's
 - FYE
 - Starbucks
- THEN LIBRARY MANAGEMENT
 - Syracuse University
 - Marcellus Free Library
 - Maxwell Memorial Library
 - Onondaga County Public Libraries
 - City Branch Manager
 - Coordinator for Member Services
 - Executive Director

You Need To Hire



What to consider at the start of the process

- Why are you hiring?
 - Retirement, resignation, promotion, lateral transfer, termination, new position created
- Timeline
 - Do you want to double-encumber the position?
 - What is happening in your library?
 - Ex. Is it a youth services position and it's May?
- Who will hire or help with the process?
 - You, Board, HR department, Panel(s)
 - How often do you hire?

Step 1: Why are you hiring?

- Retirement
- Resignation
- Promotion
- Lateral transfer
- Termination
- New position created



Step 2: Timeline



- Do you want to double-encumber the position?
- What is happening in your library?
 - Ex. Is it a youth services position and it's May?
- What does the interview process look like?
 - We'll discuss more in step 4
- How long do you have to post the position?
 - Do you have to canvas a civil service list?
- What do the schedules of the interviewers look like?
- What other positions need to be hired?

Step 3: Job Description



- Job title
- Who they report to
- Job summary
- Duties and responsibilities
- Requirements (education, experience, physical)
- Salary range
 - NYS Pay Transparency Law: <https://dol.ny.gov/pay-transparency>
 - Exempt/Non-Exempt Law: <https://www.ebchcm.com/blog/new-york-state-exempt-salary-threshold>
 - <https://www.employerpass.com/employer-insights/flsa-status>
 - Minimum Wage: <https://dol.ny.gov/minimum-wage>
- Benefits (insurance, time off, retirement)
- Equal Opportunity Law: <https://dol.ny.gov/dei-and-equal-opportunity>

Step 3: Job Description

New York State Labor Laws:

<https://www.employerpass.com/employer-insights/new-york-labor-laws>

OSHA: <https://www.osha.gov/>

National Labor Relations Board:

<https://www.nlrb.gov/>



Step 3: Job Description

- Ask to see what other's have for job descriptions
- Civil Service
- Human Resources



Step 4: Interview Process



- Who is on the hiring committee?
 - May be 1 person
 - May be several
 - May also include interviews with different groups
 - Staff
 - Colleagues
 - Community Members and Partner Organizations
 - Larger organization: municipality, university, etc.
- What do their schedules look like?
 - Block out time on calendars!
- Do you need a search firm?

Step 4: Interview Process



- Interview Types
 - Phone
 - Virtual
 - In-Person
 - 15 minutes – multiple hours
 - All day/multi-day
 - Water/coffee, snacks or meals?
 - Can you pay for them to come for the interview?
 - Lodging, transportation, meals, etc.
- Should be the same for each candidate
- Make sure there is time for them to ask questions

Step 4: Interview Process

- Interview Questions
 - Standardized
 - Behavior-based
 - Based on job description
 - Start easy: Why are you interested in this position?
- Presentation
 - Will it be recorded?
 - Who will attend?
 - Length



Step 4: Interview Process

- ❖ What is the best question you have been asked in an interview?
- ❖ What book are you currently reading?
- ❖ What is your go-to question when interviewing?
- ❖ Why are you interested in this role?



Step 5: Post the Job

- Where is dependent on the job and the library
- Is it a local search or national?
- Ideas
 - Sign in library
 - On your website, your ESLN Council website
 - NYLINE and other listservs
 - I Need A Library Job (INALJ)
 - NYLA, ALA, and other professional organizations
 - Local library school student listservs
 - Social Media
 - Websites like Indeed
 - Please put other ideas in the chat



Step 6: Interview!

- How many people do you want to interview?
 - Does your library or larger organization have rules about this?
 - How many by phone or virtual and how many in-person?
- Do you have a diverse set of candidates?
- Will you always interview internal candidates?
- Reach out via email or phone to set up the interview
 - Give specific times and be transparent on the process
 - Let them know if you are paying for any part of their travel
 - Let them know about the presentation
 - Give directions to the interview locations and include a map
 - Send a calendar invite if possible
 - Let them know who they will be interviewing with



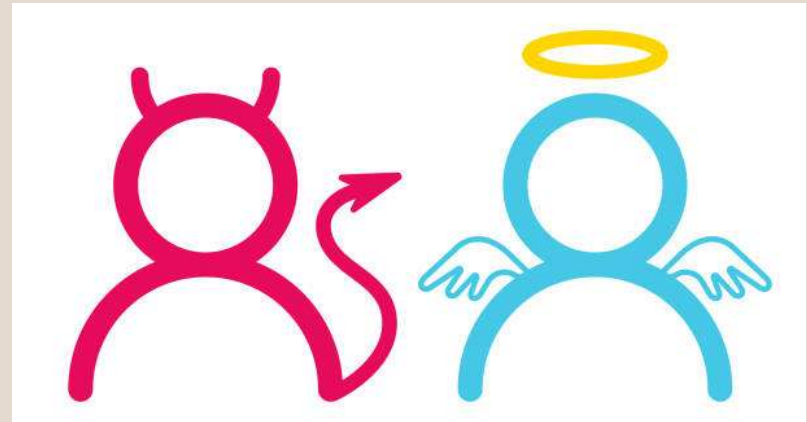
Step 6: Interview!

- All candidates should be asked the same questions
 - It is okay to have different follow-ups based on the conversation
- All interviewers should have an evaluation form to take notes on and rate answers
- Fill out these forms before discussing candidates and save them in case needed in the future
- Beware of biases
- Beware of what you can and cannot ask candidates



Step 6: Interview!

- Biases
 - Halo vs. Horns Effect
 - Inherent biases



Step 6: Interview!

- What can you NOT ask an interviewee?
 - The ADA does not allow you to ask questions about disability or use medical examinations until after you make someone a conditional job offer.
 - Avoid asking about personal characteristics that are protected by law, such as race, color, religion, sex, national origin or age
 - You can ask if a person has or can get working papers



Step 6: Interview!

- Make sure they have time to ask questions
 - Use this as a training opportunity if needed
- If one of their questions is not “What are the next steps?” be sure to offer that information
- Thank you notes/emails from candidates



Step 6: Interview!

- How do you decide who to hire?
 - Qualifications
 - Personality
 - Skillset
 - Experience
 - Diversity and Inclusion
 - Fit
 - Culture Add
- Use the metrics!



Step 6: Interview!

- It is okay to fail a search
- People are their best selves at an interview; they usually do not improve on the day-to-day
- Hiring and training are expensive and time consuming
- Hiring just because the person is there can lower moral for other staff and increase their workload
- Take time to go back to why you are hiring and try to understand why you did not get the correct candidates



Step 7: Offer

Once you have chosen the candidate you want to hire

- Reference checks

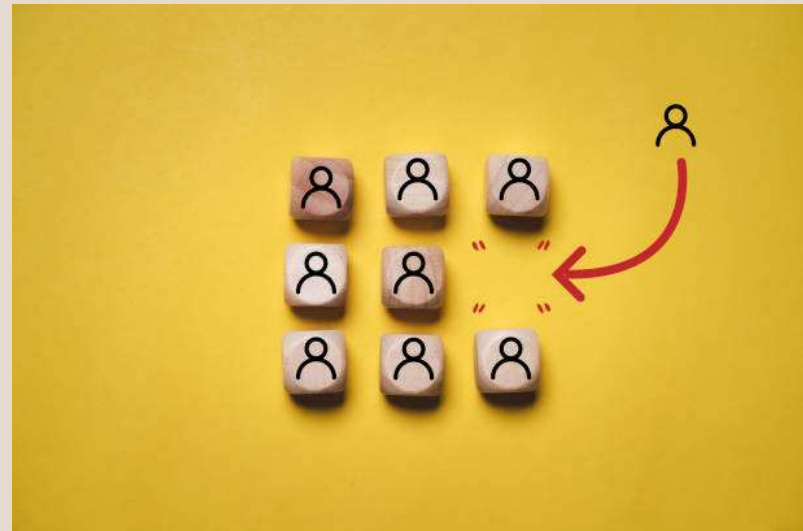
Call to offer the position

- Send information on benefits
- Moving expense reimbursement if applicable

Negotiate if needed/able

- Salary
- Vacation
- Start date

Have them sign an employment letter if applicable



Step 7: Offer

- Email any candidates that you are not hiring, particularly if you interviewed them
 - Please do not call with this news
 - Have a template to make this easier
- If they ask for further information, you need to know your policy



Step 8: First Day

Orientation

- Warm welcome!
- Paperwork
- Employee Handbook
- Sexual Harassment Prevention Training
- Tour and introductions
- Name tag, passwords, email
- Possibly take them out to lunch



Step 8: First Day

Paperwork

- W-4 (Federal Tax Form)
 - <https://www.irs.gov/individuals/tax-withholding-estimator>
- IT-2104 (NY Tax)
- I-9 (Employment Eligibility Verification)
 - Tell them what documents will be needed when setting up their first day!
- Notice of pay rate form (NYS LS54)
- Direct Deposit form
- Benefits forms
 - Insurance, retirement, flexible spending accounts, etc.
- Handbook acknowledgement
- Emergency contact sheet
- Union sign-up, if applicable
- Work permit or working papers, if applicable



Probationary Period

- Explain the probationary period and the expectations for that time
- Probationary periods may be different for new hires vs. promotions
- During this time the employer or employee may decide the arrangement isn't working
- Check with your organization to see if there is a certain amount of time you have to keep them in their role or if you have to pay out a certain amount of time



Next steps

- Training
- Recurring meetings
- Introductions
- Mentor or Peer Support
- Performance metrics
 - Evaluation process
- Stay interviews



Separation

- Everyone has made the wrong choice in hiring
- Maybe it is an employee who you inherited
- Problem employees lower staff moral
 - And cause for customer service
- New York is an at-will employment state
 - Employers can terminate employees at any time, for any reason—or no reason—without prior notice, provided it is not for an illegal reason, such as discrimination or retaliation.
 - Employees can also resign at any time without notice
 - Employees with a written employment contract, collective bargaining agreement (Union), or civil service protection may not be considered strictly at-will



Reminders

- People want to be good at their jobs
- Not all jobs are for all people
- People need to be trained to be good at their jobs
- People also need to be trained on how to be a good employee and a good colleague
- Having a probationary period is important for the organization and for employees



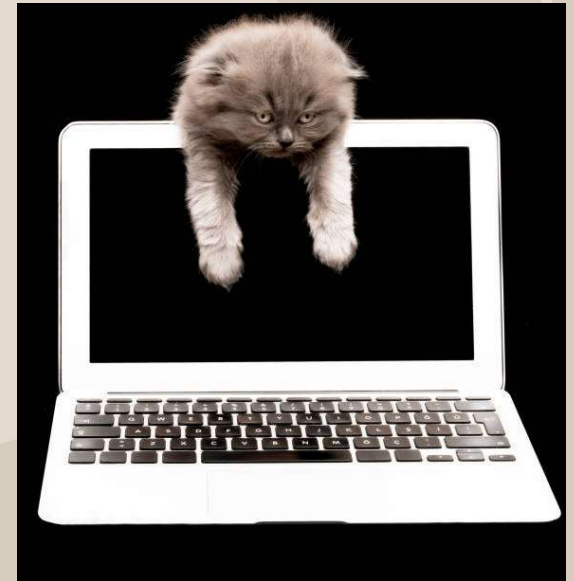
Training and Checking In

- You need a training plan
 - This plan needs to be executed
 - Not all people are good trainers
 - Not all people can learn all things
- You need regular check-ins with your staff
- Multiple evaluations in the first year are helpful to see progress (8 weeks, 6 months, 48 weeks)



Document, Document, Document

- Documenting conversations from the beginning is key
- This can be as easy as email
- Reviews are documentation
- Progressive discipline is documentation
- PIPS are documentation



Coaching Conversations

- Continuous conversations are key
- These should be for the good and the constructive
- Do not let things simmer
- What, Why
- What, What, Why
- Pennies in a Cup (Ryan Dowd)



Difficult Conversations are Kind

- Clear is kind
- Expectations are kind
- They can be hard, but you can do it!
- Practice is key
- <https://www.askamanager.org/2024/03/my-best-employee-is-disappointed-that-im-not-dealing-with-a-bad-employee.html>



Evaluations

- Helpful for staff and the organization
- Nothing should ever be a surprise
- Quarterly evaluation idea
 - Staff put together
 - 3 things you achieved last quarter
 - 3 things you're planning to achieve
 - 3 things you wanted to achieve but didn't or questions or problems or help needed
 - Discuss with manager and change as needed
 - Monthly, weekly, daily tasks come from these goals



Progressive Discipline

1. Coaching conversations
 2. Written Verbal Warning
 3. Written Written Warning
 4. Termination
- ❖ Future offenses may result in further disciplinary action, up to and including termination.
 - ❖ This is often a long process



Performance Improvement Plan (PIP)

- Written expectations of where a staff member needs to be
- Needs dates and how you will measure this
- Very specific
- Often a last resort before termination



Termination

- Be prepared with separation letter and last check if possible
- Have another person in the room for safety if you feel that is necessary
- This conversation will be difficult, but you are not allowed to be emotional or cry
 - Staff member gets to feel all the emotions
 - You can later with a trusted person
- Be kind but factual and professional, let them know the decision is final (you should not argue or negotiate), let them know about pay, benefits (COBRA), collect their badge/laptop/keys/etc., let them get their stuff packed up to leave
 - It should be a face-to-face meeting in a private location at the end of the day if possible
- Revoke access to email, website, ILS, etc., immediately
- Inform the team without sharing confidential details about the reasons for termination



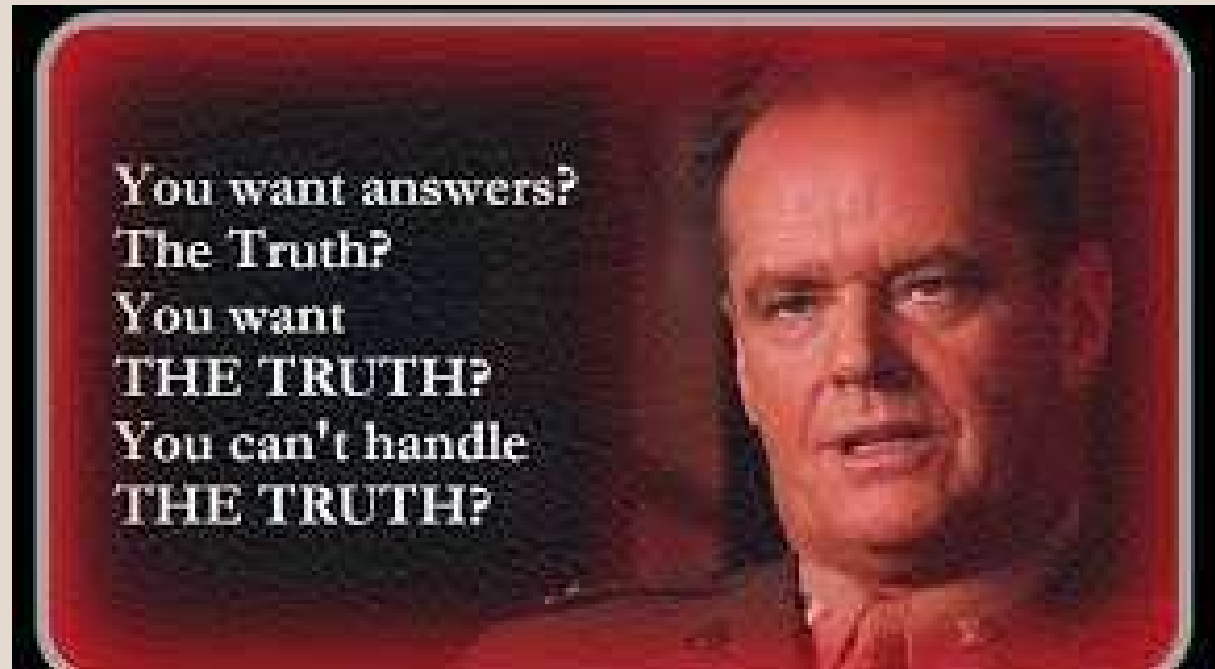
Exit Interviews

- Often done by HR (if available)
- Or director, board member, etc.
- To find out
 - Employee's experience in their job
 - What went well
 - What did not go well
 - What could be improved



Will you use the feedback?

- Why did you choose to leave?
- Most important factors (pay, benefits, hours, new level position, etc.)
- Did you discuss any concerns you had with your manager, HR, the Union, the Board?
- What did you think of your workload?
- Did you feel you received adequate training?
- Is there any way you would have stayed?
- Do you have any recommendations for improvements or changes?
- Would you recommend working for us to a friend?



Stay Interviews

- People stay who feel appreciated
- Engagement is key to retention
- Yearly discussion of what people like and dislike about their job
 - Not part of evaluation
 - 6 months after evaluation is a good timeframe
- **Listen** and take notes
 - After the meeting, come up with an action plan to support staff member and to address concerns

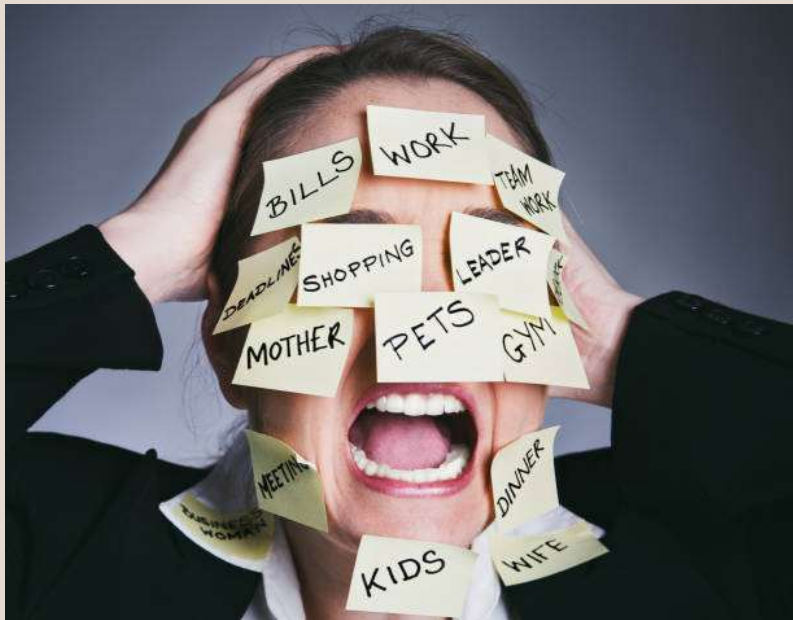


Culture of Trust

- Communicate frequently
 - Be transparent
 - Be available
 - Be kind and empathetic
- Notice the good
 - Praise in public, criticize in private
- Admit to your mistakes
 - Apologize
 - Take constructive criticism appropriately
- Be consistent
 - Communicate expectations
 - Follow through on your commitments
- Trust you staff
 - Don't micromanage
 - Provide appropriate training



What are you going to implement and when?



- Put in chat
- Put in your calendar
- Draft an email to yourself for a week from today
- Email me or a colleague/boss/friend



Resources

- Ask a Manager: <https://www.askamanager.org/>
- Ask the Experts: <https://www.esln.org/ask-the-experts/>
- NYLINE Listserv: <https://www.nysl.nysed.gov/libdev/nyline>
- I Need a Library Job: <https://inalj.com/>
- What shouldn't you ask in an interview: <https://www.eeoc.gov/laws/guidance/ada-primer-small-business#dodonts>
- Is Hiring For Culture Fit Perpetuating Bias?: <https://www.forbes.com/sites/paulspiegelman/2021/03/01/is-hiring-for-culture-fit-perpetuating-bias/>
- Harvard Business Review: <https://hbr.org/>
- Ryan Dowd Trainings and Newsletter: <https://homelesstraining.com/>
- Crucial Conversations, book & resources: <https://cruciallearning.com/books/crucial-conversations-book/>



Questions?

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